DOCUMENT RESUME

ED 182 367 UD 020 007

AUTHOR Wolf, Judith G.; Sylves, David
TITLE Niagara County Comprehensive Planning Evaluation Project: Year One Report.
INSTITUTION JnD Research, Williamsville, N.Y.
SPONS AGENCY New York State Div. for Youth, Albany.; North Tonawanda Youth Bureau, N.Y.
PUB DATE Jan 79
NOTE 116p.

EDRS PRICE MF01/PC05 Plus Postage.
DESCRIPTORS Community Services; *Delivery Systems; Evaluation Methods; *Formative Evaluation; *Program Evaluation; *Social Services; *Youth; *Youth Agencies; Youth Programs
IDENTIFIERS *New York (Niagara County)

ABSTRACT

The first Niagara County Comprehensive Plan submitted to the New York State Division for Youth in 1977 articulated as its first priority a youth service delivery system. The attainment of this objective involved the simultaneous development of a self-evaluation procedure, which could be used as a basis for decision making. Thirteen social service agencies and administrative groups participated in the evaluation project which is described in this report. The involvement of each participating group in their respective social service activities is detailed in tabular form. It is indicated that the evaluation process was well received and that, in terms of agency performance in the delivery of youth services, all groups scored at or better than the expected level. Appended to the report are a copy of the evaluation planning guide, various information forms distributed to the participating agencies, and a list of comments and reactions (related to the evaluation) by agency staff members. (Author/GC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

DEC 3 - 1979

ED182367

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT YEAR ONE REPORT

By

JUDITH G. WOLF Ph.D.

and

DAVID SYLVES Ed.D.

JnD RESEARCH
162 Red Oak Drive
Williamsville, N.Y. 14221

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Judith G. Wolf
JnD Research
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Sponsored by the:

NORTH TONAWANDA YOUTH BUREAU

and

NEW YORK STATE DIVISION FOR YOUTH

January 1979

UD 020007

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

ABSTRACT

During the development/pilot year of the Niagara County Evaluation Planning Project conducted by JnD Research, 13 participating groups (4 administrative, 8 direct service, and 1 functioning in both capacities) developed a total of 95 Goal Attainment Scales.

Results of an assessment of the evaluation indicated that the process and the evaluation team were extremely well received.

All groups scored at or better than the expected level.

TABLE OF CONTENTS

Introduction 1

Final Project Report 3

- Definitions 4
- Methodology 8
  - Sample 8
  - Procedure 10
- Results and Conclusions 13
  - Part I: Pilot Evaluation Results and Conclusions 13
  - Part II: Evaluation Assessment (Reactions) Results and Conclusions 67
- References 70
- Appendices
  - A: Evaluation Planning Guide
  - B: Handout Distributed at Initial Agency Presentation
  - C: Session Forms
  - D: "Reactions"
  - E: Comments
    1. General Comments
    2. Item 4
       - A. Comments regarding utilization of the goal attainment scale concept.
       - B. Comments regarding expansion of the goal attainment scale concept.

INTRODUCTION

The first Niagara County Comprehensive Plan submitted to the New York State Division for Youth in December, 1977 articulated as its major objective and first priority the development of a youth service delivery system designed to meet the needs of all Niagara County Youth. Instrumental in the achievement of this objective was the development of an evaluation mechanism which could be used as a basis for cogent decision making. Resultingly, JnD Research was requested to plan and develop over a multi-year period a comprehensive evaluation system to be used to assess services and functions within the Youth Service System including the processes incorporated in the comprehensive plan itself.

The evaluation design submitted to Niagara County by JnD Research contains two major components. These are:

1. the evaluation of those units which provide direct service to youth such as
   (a) Youth Bureaus, direct service functions;
   (b) Youth Service Projects;
   (c) Community Agency; and
   (d) Recreational Services; and
2. the evaluation of those units which comprise the management level of the Youth Service System; that is, those units which are responsible for management functions such as planning, coordinating, and monitoring. Included in this component are:
   (a) Youth Bureaus, with the exception of their direct service function;
   (b) Youth Boards, and
   (c) Administrative Committees associated with Comprehensive Youth Services Planning.

The strategy, called goal attainment scaling, used with both of the above components allows for maximum program and project input in a facilitative, non-threatening climate. Incorporating a compliance model, the system is structured around the degree to which predefined objectives are being attained (formative or process evaluation) and the degree to which these objectives have been attained (summative or product/impact evaluation). The system has a special appeal because all of the evaluation tasks are performed mutually by the evaluators and the specific group participating in the evaluation process. The system, therefore, provides for a highly individualized evaluation while simultaneously establishing a base for systematic, standardized comparison.

More specifically, the procedure operates as follows:

At the beginning of the project year, a set of objectives for a particular task area is generated by relevant staff and the evaluators. An instrument is then developed which ranks attainment of these objectives along a five level continuum. The expected level (0) is the middle level of that continuum. Attainment of this level is both realistic and possible as perceived by the group. The remaining levels of the continuum are much less than expected (-2), less than expected (-1), more than expected (+1), and much more than expected (+2).

The number of scales developed is dependent on the number of objectives selected for evaluation since separate objectives or functions within a task area form separate scores on the instrument. Once the scales have been developed, they are weighted to indicate relative importance.

Scales are defined using both narrative and quantitative statements. The selection of task areas, the delimitation of objectives, and the scale definitions are mutually determined by the evaluators and program personnel. Scale completion is also undertaken mutually. In this way, the evaluation is as much self evaluation as it is an outside evaluation.

In addition to the process evaluation afforded by goal attainment scaling, enumerative evaluation is also utilized since the quantitative statements within the scale definitions and the scale weights contribute to a numerical score for the scale. By summing across scales, a score for an entire instrument is also obtained.

The finalized, mutually agreed upon instrument is administered several times during the course of the project year when appropriate to provide process feedback and at the final meeting to ascertain a measurement of impact.

In general, at the conclusion of the development and implementation period, the establishment of this evaluation system should enable funders and funded projects to function more effectively and will enable funders to ascertain funding priorities based on sound, systematic results.

JnD Research was funded by the City of North Tonawanda for the first planning, development, and pilot year of this project. The remainder of this document presents the final project report for that first year of funding.

FINAL PROJECT REPORT

JnD Research was funded for the current year on July 1, 1978. and completed the contract within a six month period. The major requirement was the development of a series of evaluation planning guides with a selected group of agencies and administrative units.

DEFINITIONS

Evaluation Planning Guide (see Appendix A)

This guide serves as the basis for the Niagara County Comprehensive Planning Evaluation Project and utilizes a 5-scale format. Each scale on the guide consists of 5 vertical cells, or levels, headed by a descriptor. Entitled "Function", this descriptor states the general area of administration or service and identifies that specific aspect which the particular scale is intended to measure.

Each scale contains 5 measurement levels. These are:

much less than expected:	value of -2
less than expected:	value of -1
expected (is most likely to happen; can be realistically attained)	value of 0
more than expected	value of +1
much more than expected	value of +2

Each scale also contains an "indicator" located in the middle cell (or expected level). This "indicator" is the operationalized variable or way in which the specific aspect of administration or service will be measured.

A "weight", placed at the top of each scale, is that number which has been assigned to the scale to reflect the relative importance of that scale to all other scales written by an agency or an administrative unit.

Scale Type:

singular - One scale in the group of vertical cells

multiple - Two or more scales in the group of vertical cells. (referred to as a set of subscales)

Measurement:

singular scales

simple frequency
simple percent
comparitive percent-within cell
e.g. 95-105% of October attendance

multiple scales

simple frequency
simple percent
cumulative frequency
cumulative percent

Review Possibilities:

singular scales

- at the end of the project year
- at the end of the activity (total i.e. encompassing entire activity)
- at the end of the activity (predetermined interval i.e., encompassing part of the activity)

multiple scales

- at the end of the project year
- at the end of the activity (total for clarity this date is underlined on each guide)
- at the end of the activity (predetermined interval)
- at the end of each subscale in the set

Preview Possibilities:

singular scales

- at the beginning of the project year
- at the time of mutual agreement
- at the start of the activity (if this occurs after the start of the project year)
- no preview (logically unnecessary e.g. scale is a research study)

multiple scales

- at the beginning of the project year
- at the time of mutual agreement
- at the start of the activity (if this occures after the start of the project year)
- at the start of the 1st subscale in the set
- at the start of each subscale in the set
- no preview

Note: In instances where no behavior has as yet occurred at the time of preview (e.g. no newsletters printed yet, no significant requests for aid) the no frequency category or lowest cell (-2) is assumed.

Scores:

- x_i the score for a level or cell on the guide (+2 to -2)
- w_i the scale weight
- R_i the review score for a scale $R_i = x_i w_i$
- P_i the preview score for a scale $P_i = x_i w_i$
- C_i the change score for a scale $C_i = R_i - P_i$

GRAND REVIEW One review score for an agency or administrative unit. Includes all scales for that agency or unit.

The Grand Review score can be calculated using the goal attainment scale score formula developed by Dr. T. J. Kiresuk and Dr. Robert Sherman. This score typically has a mean of 50, a standard deviation of 10, and a theoretical range of 0 to 10. The formula is presented below:

$$G.A.S. = 50 + \frac{10 \sum_{i=1}^{n} w_i x_i}{\sqrt{(1-p) \sum_{i=1}^{n} w_i^2 + p \left(\sum_{i=1}^{n} w_i \right)^2}}$$

where

x_i the score on the ith scale of the evaluation planning guide

w_i the relative weight of the ith scale

p a weighted average intercorrelation of the scales or the expected overall intercorrelation among goal scores. This value must be assumed.

n the number of scales on the evaluation planning guides constructed by an agency or administrative group.

A simpler formula developed by JnD Research can be used to give a quick visual indication of overall placement on the 5 level continuum. Since this is not as rigorous as the above formula, the summary statistic provided by the Kiresuk-Sherman formula is to be preferred. The JnD formula is presented below:

$$\text{Visual Indicator (V.I.)} = 2 \left(\frac{\sum_{i=1}^{n} w_i x_i}{\sum_{i=1}^{n} w_i y_i} \right)$$

where

the numerator is the score achieved,

the denominator is the highest score possible, and

y_i is the highest level completed for a given scale

Product Evaluation:

For this pilot year, review scores will be established for all scales and GRAND REVIEWs calculated for each agency or unit.

Process Evaluation:

In addition to the feedback provided during the design period by the design process itself, change scores will be utilized as part of a process evaluation.

METHODOLOGY

Sample

An initial planning meeting with the Steering Committee of the Niagara County Comprehensive Plan determined that sixteen groups would be contacted and asked to participate in the evaluation process; ten direct service agencies and six administrative units. The specific groups to be contacted were selected at that meeting. These were:

Direct Service Agencies	Administrative Units
North Tonawanda Youth Bureau	North Tonawanda Youth Board
Alternative Learning Center	Niagara County Youth Board
Project CARE	Niagara County Youth Bureau
Kenan Center	Rural Committee
Center for Young Parents	Evaluation Committee
Lewiston Recreation Commission	Program Committee
Mid City Coordination Commission	
Child Maltreatment Project	
Green Circle	
Big Brother/Big Sister	

The direct service agencies were invited to attend a presentation in Lockport. At that meeting, JnD Research presented an overview of the process and invited the agencies to participate. Nine agencies attended that meeting and all nine agreed to participate. The handout distributed at that meeting is presented in Appendix B.

Telephone follow-up to arrange dates for a first meeting with the nine participating agencies were made by JnD Research staff. The decision to omit the tenth agency (Mid City Coordination Commission) was made by members of the Steering Committee. One agency (Green Circle) participated for half of the process but terminated for the present year due to an internal administrative change.

The administrative units were also contacted by telephone. Initial contact was made by the Steering Committee with a follow up call from JnD Research staff to set up dates for meeting. Two units agreed to participate at the request of the Steering Committee (Niagara County Youth Bureau and the Evaluation Committee). A presentation by JnD Research was made to the two Youth Boards and the Program Committee of the Niagara County Youth Board. As a result of that presentation, the North Tonawanda Youth Board and the Program Committee of the Niagara County Youth Board agreed to participate. The Steering Committee made the decision to omit the Rural Committee for the present year.

Ultimately, thirteen groups agreed to participate with one group (Project CARE)

functioning in two capacities. That is, Project CARE agreed to construct scales for its direct service functions as well as its administrative functions.

Figure 1 which follows presents the sample for this first year. Also presented are the total number of different people from each group who were involved in the process.

Groups	No. of Different Participants
Direct Service Agencies	
North Tonawanda Youth Bureau	2 (entire staff)
Alternative Learning Center	3
Project CARE	3
Kenan Center	5
Center for Young Parents	3 plus 3 who observed once
Lewiston Recreation Commission	1 (entire staff)
Child Maltreatment Project	2
Green Circle	4
Big Brother/Big Sister	2
	26 plus 3 = 28
Administrative Units	
North Tonawanda Youth Board	6
Niagara County Youth Bureau	9 plus 3 who observed once
Evaluation Committee	5 plus 1 who attended once
Program Committee	4
Project CARE	3 as above-eliminated from grand total
	27 plus 4 = 31
TOTAL	**49 plus 7 observers = 56**

Figure 1. The Sample.

Procedure

In order to complete the procedure each group participated in four to six meetings. The initial meetings (three to five) were used to introduce the process, to elicit functions, and to design scales. The last meeting was used to evaluate the attainment of objectives, functions or services outlined on the scales. Session forms were completed for each meeting by the JnD Research staff member who led the group. Copies of these forms are presented in Appendix C. Also included are session forms for the meeting with the Steering Committee and the presentation in Lockport.

The first meeting was used to familiarize the participating group with the goal attainment scaling process. To accomplish this an overview of the process was presented which was generally completed in not more than one hour. For those groups which had participated in an introductory presentation the familiarization was shortened accordingly. The overview was purposely kept brief because an understanding of the theory becomes relatively clear only after a group begins to take an active role in generating their own scales. Typically the overview contained a presentation of the history of goal attainment scaling, a definition of pertinent terms, and a description of how the use of this method could benefit the group.

With the completion of the more formal part of the meeting, the group was asked to take a more active role. This was accomplished in two ways. First, the agency or administrative unit briefed the evaluation team on its functions and services. Second, group members were asked to list the groups functions and/or specific areas of services. Depending on the size of the group and the type of functions involved, each group member may have listed functions or services independently. When all members had made some type of list, the lists were shared. A new list was then made utilizing the input from each group member. If the group was small, the first step (independent listing) was omitted. Generating and categorizing the list of functions into task areas usually required all of the time remaining in this first meeting.

During the second meeting, the list of functions or task areas were reviewed and revised. When the group agreed that the task areas were workable, the process of selecting indicators began. That is, operational objectives (specific measureable objectives) were generated for selected task areas. In some cases it was possible to devise indicators for all selected areas during this second meeting. The third meeting was then spent completing the design of the scales. Weighting was also accomplished at this time. Some groups, however, needed more time to delineate functions and design scales and subsequent meetings were planned and scheduled accordingly.

Regardless of the number of meetings required to complete the initial phase of the process,

consultation related to planning and management was provided by the evaluation team. This was included generally upon request and was especially important to make sure each group member knew what data was necessary for the evaluation, how to go about collecting it, and what his particular responsibility was. Because it provided help in organizational skills, it aided the group function as a working unit committed to the evaluation process while also hopefully helping the group to provide its service in a more effective manner.

Scale review was conducted at the fourth or final meeting. Data was presented to substantiate the level reached for each scale and a preliminary score calculated for all scales. The last meeting was also used to evaluate the evaluation process itself. Before the scales were rated, each participant was asked to complete a questionnaire entitled "Reactions" (see Appendix D). Response to this questionnaire was voluntary and anonymous.

In addition to management consultation, planning aid was also provided to some groups by establishing scales which contained process review dates. That is, objectives were operationalized on a quarterly or semi-yearly basis as well as on a yearly or end of project basis.

Figure 2 (page 12) summarizes the procedure section by presenting the number of meetings held with each participating group and the number of scales developed.

It should be noted that JnD Research was funded for the current year on July 1, 1977. As a result, the procedure originally designed to operate over a full year period was condensed into a half year. Optimally, objectives and their accompanying scales should be established at the beginning of the project year. Since this was not the case, some change was necessitated in the focus of the evaluation for the present year. That is, each group had to backtrack, in a sense role play by pretending that the scales were being designed as of last January. For those groups whose services and functions were clearly delineated, this was not a problem. For others, the delay resulted in some confusion. Therefore, it is strongly recommended that in future funding years, every attempt be made to initiate the procedure at the beginning of the project year.

Groups	No. of Meetings	No. of Scales
Direct Service Agencies		
North Tonawanda Youth Bureau	5	13
Alternative Learning Center	5	6
Project CARE	6	6
Kenan Center	6	7
Center for Young Parents	5	8
Lewiston Recreation Commission	4	5
Child Maltreatment Project	4	8
Green Circle	2	
Big Brother/Big Sister	4	7
		60
Administrative Units		
North Tonawanda Youth Board	4	7
Niagara County Youth Bureau	6	16
Evaluation Committee	4	4
Program Committee	4	5
Project CARE	see above	3
	59	35
		95

Figure 2. Procedure Summary

RESULTS AND CONCLUSIONS

This section presents the results and conclusions for the current year's involvement. Part I of the section presents the results and conclusions of the pilot evaluation. Following an overview summary, (figure 3, page 14), data for each participating group are presented separately. These include the final evaluation planning guides with rating and a summary sheet. Each individual group sheet contains a review score for each scale, preview scores and a change score (in the one case where this was appropriate) and two grand review scores.

Part II of the section presents the results and conclusions for the evaluation assessment (Reactions).

Part I. Pilot Evaluation Results and Conclusions

When interpreting any goal attainment summary score (i.e. Grand Review), it is extremely important to remember that a score of zero (or 50 using the Kiresuk-Sherman formula) is an acceptable, even good, score, since the expected level is that level which is most likely to occur and which has been mutually accepted as being realistic.

Examination of the overview summary and the individual group summary and sheets which follow indicate that all participating groups received scores at or above the expected level regardless of the method used to obtain them. These results demonstrate each groups overall compliance with its objectives.

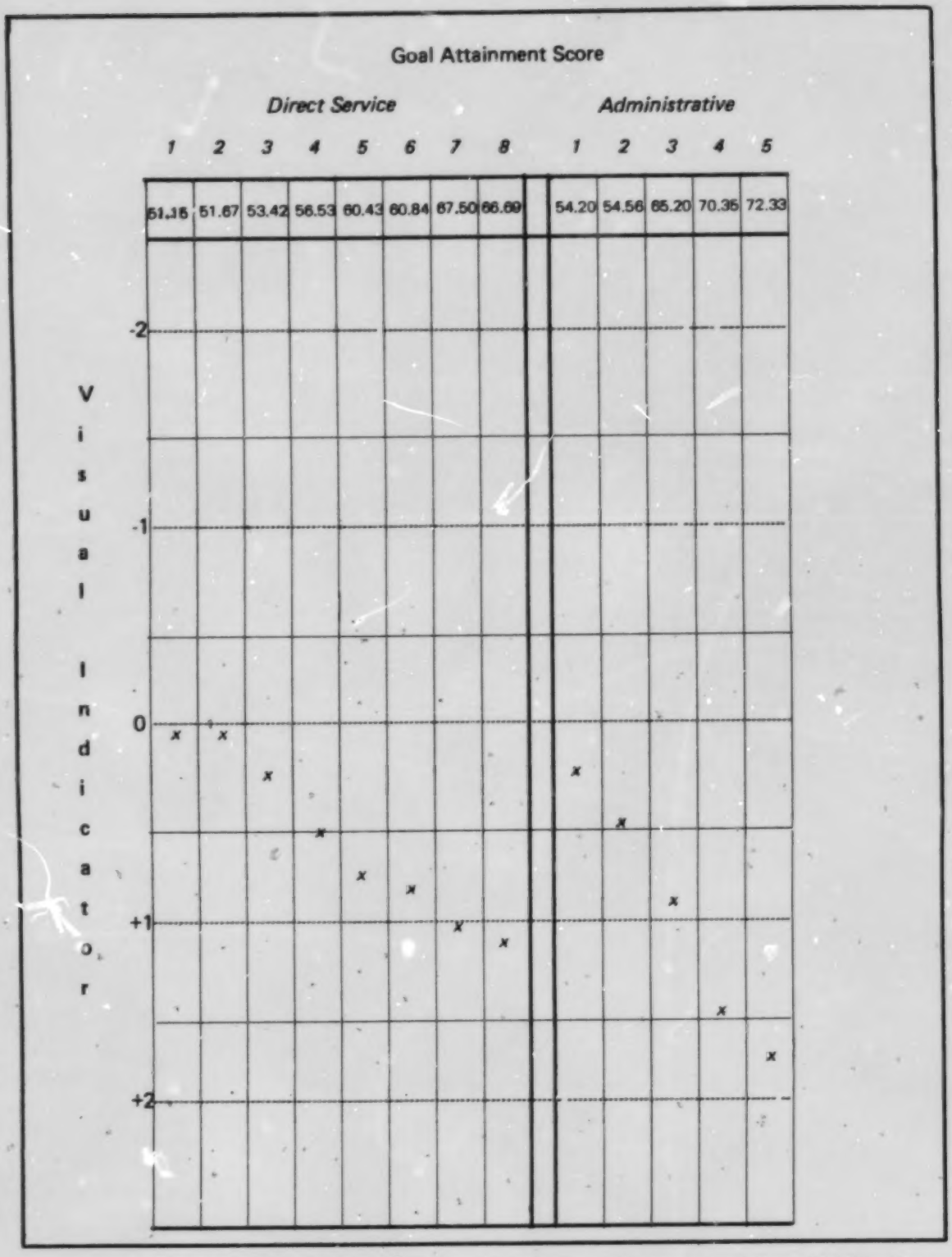

Figure 3. Overview summary for eight direct service groups and five administrative groups.

North Tonawanda Youth Bureau - Direct Service

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency NORTH TONAWANDA YOUTH BUREAU

Date of Mutual Acceptance 9/14/78

(direct service function)

FINAL	Function- *Youth Center* Reduction in delinquent behavior CVC * weight = 5	Function- *Youth Center* Self initiated participation weight = 4	Function- *Youth Center* Confidence: Significant requests for aid weight = 4	Function- *Youth Center* Attendance weight = 5	Function- weight =
Much less than the expected results (-2)	more than 65%	less than †5 *5	less than †10% *10%	less than 85%	
Moderately less than the expected results (-1)	†56-65%	5-8 5-8	†10-14% 10-14%	†85-94%	
Expected Results 0	45-55% CVC Tuesday than Wednesday on the average, between the hours of 5 & 10, in census tracts 231 & 232	9-12 9-12 different youth per month	15-17% 15-17% different youth making significant requests per month	95-105% of the October attendance	
Moderately more than the expected results (1)	25-44%	13-18 13-18	18-20% 18-20%	106-110%	
Much more than the expected results (2)	less than 25%	more than †18 †18	more than 20% †20%	more than 111%	
Date(s) of Preview	None	10/1 11/1	10/1 11/1	None	
Date(s) of Review	December 1, 1978	10/30 11/30	10/30 11/30	11/30	
Clarification/ Definition	CVC crimes, violations, complaints. Data collected weekly week of 9/18-11/13 Any exceptional day will be eliminated i.e. holidays, inclement weather. XT/XW 1	volunteering for and/or doing a responsible act. e.g. working in kitchen, participating in tournaments. 2	Records (1) all requests noted for a month period. (2) Requests rated by a team as being significant. (3) % of different youth making significant requests determined. (4) % = 3 / total of individuals attending at least once during the month 3	% of different youth baseline established from October data (10/30) 4	

-16-

20

21

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NORTH TONAWANDA YOUTH BUREAU* (direct service function)

Date of Mutual Acceptance *9/14/78*

FINAL	Function-*Dropout Program* Contracted weight = 3	Function-*Dropout Program* Serviced weight = 4	Function *Hire-A-Youth Program* Requests weight = 3	Function-*Hire-A-Youth Program* Service weight = 3	Function-*Hire-A-Youth Program* Employer satisfaction weight = 2
Much less than the expected results (-2)	less than 75%	less than 18%	less than *15 *15 †*15	less than 90% 90% 90%	less than 61%
Moderately less than the expected results (-1)	75-87%	†18-24%	†15-23 †15-23 15-23	90-24% 90-24% 90-24%	61-70%
Expected Results 0	†88-92% of reported youth contacted	25-35%-% of possible youth serviced.	24-27 24-27 24-27 employer requests	95-98% †95-98% 95-98% of appropriate requests filled.	71-80% satisfied employers
Moderately more than the expected results (1)	93-97%	36-45%	28-35 28-35 28-35	†99-100% 99-100% †99-100%	81-90%
Much more than the expected results (2)	more than 98%	more than 45%	more than 36% 36% 36%		†more than 90%
Date(s) of Preview	none	none	9/1 10/1 11/1	none	none
Date(s) of Review	12/1	12/1	9/30 10/30 11/30	9/30 10/30 11/30	12/1
Clarification/ Definition	review date includes all reports received up to 2 weeks prior to review date. Reported youth-those referred by schools, governmental units, or other agencies.	serviced = 1. back in school 2. in GED program 3. obtained employment 4. in military 5. referral to appropriate agencies. *possible is contacts plus walk-ins. (walk-in includes parental referral)	monthly note all requests	monthly 1. note of appropriate requests 2. determine of appropriate requests filled 3. determine % 2/1	criteria = % of respondents who respond to question "Would you use this service again" Evaluation period 9/1-11/30
	5	6	7	8	9

-17-

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NORTH TONAWANDA YOUTH BUREAU* *(direct service function)*

Date of Mutual Acceptance *9/17/78*

FINAL	Function- *Temporary Homes for Displaced Youth Program* Host Families weight = 4	Function- *Temporary Homes for Displaced Youth Program* Initial Placement weight = 5	Function- *Temporary Homes for Displaced Youth Program* Permanent Placement weight = 5	Function- *Temporary Homes for Displaced Youth Program* Transfer weight = 3	Function- weight =
Much less than the expected results (-2)	less than 7	*less than 70	*less than 80%	*less than 65%	
Moderately less than the expected results (-1)	7-8	70-79%	†80-89%	65-80%	
Expected Results 0	9-11 host families available	80-90% - % of serviceable youth placed with host family within 24 hrs.	no more than 5 days shall elapse before arrangements for permanent placement have been initiated for 90-95% of placed youth.	81-87% - % of placed runaways removed from host family within 5 days.	
Moderately more than the expected results (1)	†12-14	†91-100%	95-100%	†88-95%	
Much more than the expected results (2)	more than 14			more than 95%	
Date(s) of Preview	none	1/1	1/1	1/1	
Date(s) of Review	12/1	12/1	12/1	12/1	
Clarification/ Definition		each transfer based on a request for placement change is counted as one.		each transfer is counted as one. e.g., youth transferred 3 times in 15 consecutive days is counted as 3.	
	10	11	12	13	

NORTH TONAWANDA YOUTH BUREAU

Scale	Review Level	Weight		Review Score
1	- 1	+ 5		- 5
2	+ 2	+ 4 = 8	16/2	+ 8
	+ 2	+ 4 = 8		
3	- 1	+ 4 = 4	4/2	+ 2
	+ 2	+ 4 = 8		
4	- 1	+ 5		- 5
5	0	+ 3		0
6	- 1	+ 4		- 4
7	- 1	+ 3 = 3		
	- 1	+ 3 = 3	-12/3	- 4
	- 2	+ 3 = 6		
8	+ 1	+ 3 = 3		
	0	+ 3 = 0	6/3	+ 2
	+ 1	+ 3 = 3		
9	+ 2	+ 2		+ 4
10	+ 1	+ 4		+ 4
11	+ 1	+ 5		+ 5
12	- 1	+ 5		- 5
13	+ 1	+ 3		+ 3
				+ 5

Review Score = 5

G.A.S. = 51.67

V.I. = 0.11

-2 _____
-1 _____
0 _____ x
+1 _____
+2 _____

Alternative Learning Center - Direct Service

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *ALTERNATIVE LEARNING CENTER (N.TON S.H.S.)* Date of Mutual Acceptance *OCTOBER 19, 1978*

FINAL	Function-*Improved Instructional Climate* *Questionnaire to staff* weight = 3	Function-*Reduced Misbehavior* *Number of out of school suspensions.* weight = 4	Function- *Improved Student Attitude* weight = 3	Function- *Public Relations* *Complaints* weight = 2	Function- *Reduced Misbehavior* *Referrals to ALC* weight = 5
Much less than the expected results (-2)	less than 2.00	greater than 36	less than 75%	greater than 6	greater than 35
Moderately less than the expected results (-1)	2.00 - 2.49	31 - 36	75 - 84%	6	31 - 35
Expected Results 0	2.50 - 2.99 average score on questionnaire	25 - 30 out of school suspensions	85 - 95% indicated the ALC experience affected their conduct positively.	5 complaints	†20 - 30 teacher referrals to ALC
Moderately more than the expected results (1)	†3.00 - 3.50	†19 - 24	†greater than 95%	4	14 - 19
Much more than the expected results (2)	greater than 3.50	less than 19		†less than 4	less than 14
Date(s) of Preview					
Date(s) of Review	December 10, 1978	December 18, 1978	December 18, 1978	December 18, 1978	December 18, 1978
Clarification/ Definition	Faculty questionnaire to be distributed on Dec. 7. (1,2,3,4 scale) Average will be taken.	From Oct 2 to Dec 15. *(suspensions other than for truancy)	ALC monitor will interview each student. From Oct 2 to Dec. 15	Unsolicited parent complaints concerning ALC from Oct 2 to Dec. 15.	From Oct. 2 to Dec. 15.
	1	2	3	4	5

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *ALTERNATIVE LEARNING CENTER (N.TON S.H.S)* Date of Mutual Acceptance *OCTOBER 19, 1978*

FINAL	Function- *Reduction Misbehavior Incidence of repeaters* weight = 5	Function- weight =	Function- weight =	Function- weight =	Function- weight =
Much less than the expected results (-2)	greater than 81%				
Moderately less than the expected results (-1)	71 - 81%				
Expected Results 0	65 - 70% repeaters				
Moderately more than the expected results (1)	54 - 64%				
Much more than the expected results (2)	less than 54%				
Date(s) of Preview					
Date(s) of Review	December 18, 1978				
Clarification/ Definition	Based on last year's Sophomore class - this year's Juniors. From Oct 2 to Dec. 15				

-22-

6

ALTERNATIVE LEARNING CENTER

Scale No.	Review Level	Weight	Review Score
1	+ 1	+ 3	+ 3
2	+ 1	+ 4	+ 4
3	+ 1	+ 3	+ 3
4	+ 2	+ 2	+ 4
5	0	+ 5	0
6	+ 2	+ 5	+10
			+24

Review Score = 24

G.A.S. = 66.69

V.I. = 1.17

-2 _____
-1 _____
0 _____
+1 ___x___
+2 _____

Kenan Center - Direct Service

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency KENAN CENTER

Date of Mutual Acceptance 11/8/1978

FINAL	Function- *Recreation* *Field trip program* weight = 4	Function- *Recreation* *Field trip program* weight = 4	Function- *Recreation* *Skating (handicapped)* weight = 2	Function - *Recreation* *Drop-in center* weight = 5	Function- *Recreation* *Free skating* weight = 5
Much less than the expected results (-2)	†less than 500	0	70 - 79%	less than 279%	less than 170
Moderately less than the expected results (-1)	500 - 629	1	80 - 89%	200 - 279%	170 - 199
Expected Results 0	630 - 650 participants	2 new schools	90 - 95% participation	†280 - 320% increase in participation	200 - 230 participants
Moderately more than the expected results (1)	651 - 662	†3	†96 - 100%	321 - 400%	231 - 250
Much more than the expected results (2)	more than 662	more than 3		more than 400%	†more than 250
Date(s) of Preview Date(s) of Review	December 20	December 20	December 20	December 20	December 20
Clarification/ Definition	Total number of student participants from October 1 thru December 20.	Number of new schools which participate	% of total enrollment who participate	Increase from 1st Thursday in October thru 1st Thursday in December	Enrollment 3rd week in December
	1	2	3	4	5

25

34

35

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

JnD Research

Unit/Committee/Agency KENAN CENTER

Date of Mutual Acceptance 11/8/1978

FINAL	Function- *Art Appreciation* *Art exhibition* weight = 3	Function- *Art Appreciation* *Art exhibition* weight = 3	Function- weight =	Function- weight =	Function- weight =
Much less than the expected results (-2)	200 - 219	less than 5%			
Moderately less than the expected results (-1)	220 - 239	5 - 14%			
Expected Results 0	†240 - 260 attending art exhibition	15 - 25% new attendees			
Moderately more than the expected results (1)	261 - 280	26 - 36%			
Much more than the expected results (2)	281 - 300	†more than 37%			
Date(s) of Preview					
Date(s) of Review	December 1	December 20			
Clarification/ Definition	Total number attending exhibition from Oct 20 to Nov 27	% of new attendees to art exhibition calculated for 5 days starting December 1			

-26-

36

6

7

37

KENAN CENTER

Scale No.	Review Level	Weight	Review Score
1	- 1	+ 4	- 4
2	+ 1	+ 4	+ 4
3	+ 1	+ 2	+ 2
4	0	+ 5	0
5	+ 2	+ 5	+10
6	0	+ 3	0
7	+ 2	+ 3	+ 6
			+18

Review Score = 18

G.A.S = 60.84

V.I. = 0.72

-2	
-1	
0	
+1	x
+2	

Center for Young Parents - Direct Service

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *CENTER FOR YOUNG PARENTS* Date of Mutual Acceptance *11/10/78*

FINAL	Function- *Group Counseling* weight = 5	Function- *Effectiveness of Group Counseling* weight = 5	Function- *Individual Counseling* weight = 5	Function- *Effectiveness of Individual Counseling* weight = 5	Function- *Counseling Visits* weight = 4
Much less than the expected results (-2)	0 or more than 5	0 - 25%	less than 7 / more than 20	25% - 49%	one or less / nine or more
Moderately less than the expected results (-1)	1 - 2 - 3	26% - 50%	7 - 9	50% - 64%	2 - 3
Expected Results 0	†4 discrete groups per week for months Sept, Oct. and Nov.	written exam administered in a pre-post fashion with the average improvement score being 50% - 60%	average per week attendance of 10 - 15 students as scheduled for months Sept. Oct. and Nov.	on the average, students will attend 65% - 75% of scheduled sessions over a 3 month period	†on the average 4 - 6 visits per week during Sept. Oct. and Nov.
Moderately more than the expected results (1)	_____	61% - 75%	†16 - 20	76% - 80%	7 - 8
Much more than the expected results (2)	5 groups	76% - 100%	_____	more than 80%	_____
Date(s) of Preview	no preview				
Date(s) of Review	December 8, 1978	December 8, 1978	December 8, 1978	December 8, 1978	December 8, 1978
Clarification/ Definition	Possible 5th group will be highly specialized in scope and will deal with adoption issues.	For December 1978 no testing will be done but a testing instrument will be completed.	These are continuing cases. This covers students from Niagara County only.	Effectiveness as a function of girls keeping scheduled counseling sessions. (school absenteeism not included)	Counseling visits include visits to other schools; visits to homes for follow-up; visits to hospitals.
	1	2	3	4	5

-29-

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

JnD Research

Unit/Committee/Agency *CENTER FOR YOUNG PARENTS*

Date of Mutual Acceptance *11/10/78*

FINAL	Function- *Counseling Visit Effectiveness* weight = 3	Function- *Education Outreach* weight = 2	Function- *Education Outreach Effectiveness* weight = 1	Function- weight =	Function- weight =
Much less than the expected results (-2)	not admitted or more than 60 minutes /visit	Small Indian Reservation School NONE	less than 4 None		
Moderately less than the expected results (-1)	_____	_____	†4 - 6 1 - 2		
Expected Results 0	able to maintain contact in a session for 10 - 20 minutes/ visit for months of Sept, Oct, and Nov.	†visit & present at one school outside those normally worked with for the 3 month period	7 - 9 contacts for new referrals from a school visited over the course of 1 year. estimate for 3 months (3 - 5)		
Moderately more than the expected results (1)	20 - 45 minutes/visit	_____	11 - 15 6 - 8		
Much more than the expected results (2)	45 - 60 minutes/visit	2 visits & presentations	more than 15 more than 8		
Date(s) of Preview	no preview				
Date(s) of Review	December 8, 1978	December 8, 1978	December 8, 1978		
Clarification/ Definition	Minimally 10 to 15 minutes is needed to make an appropriate assessment plan. 6	Due to the subject matter, the amount of time to deal with preliminaries for the presentation has been extensive. Presentations can be made to students or groups of school professionals. 7	Only contacts, not necessarily new admissions to Center. This includes resultant visits, hook-ups, other presentations, etc. There is considerable variability among schools in Niagara County to use (con't) 8	the Center and deal with Young Mother issues.	

30

CENTER FOR YOUNG PARENTS

Scale No.	Review Level	Weight	Review Score
1	0	+ 5	0
2	not evaluated		
3	+ 1	+ 5	+ 5
4	not evaluated		
5	0	+ 4	0
6	not evaluated		
7	0	+ 2	0
8	- 1	+ 1	- 1
			+ 4

Review Score = 4

G.A.S. -= 53.42

V.I. = 0.32

-2 _____
-1 _____
0 _____ x
+1 _____
+2 _____

Lewiston Recreation Commission - Direct Service

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *LEWISTON RECREATION COMMISSION* Date of Mutual Acceptance *10/11/1978*

FINAL	Function- *Recreation complaints* weight = 4	Function- *Publicity brochure utilization* weight = 2	Function- *Recreation retention rate 5-6 basketball* weight = 5	Function- *Recreation retention rate swimming* weight = 5	Function- *Recreation enrollment* weight = 4
Much less than the expected results (-2)	7 - 8	less than 30%	less than 60%	less than 51%	less than 15
Moderately less than the expected results (-1)	5 - 6	30 - 44%	60 - 69%	51 - 64%	†15 - 17
Expected Results 0	3 - 4 complaints	45 - 55% of respondents utilizing brochure.	†70 - 80% retention of participants	65 - 75% retention of participants.	18 - 20 total enrollment.
Moderately more than the expected results (1)	†1 - 2	56 - 70%	81 - 94%	76 - 82%	21 - 25
Much more than the expected results (2)	0	†more than 70%	more than 94%	†more than 82%	more than 25%
Date(s) of Review	December 15	December 15	December 9	December 9	October 30
Clarification/ Definition	winter programs conducted in a variety of "host" locations.	160 phone calls % using brochure	5 - 6 grade B. B. program.	primarily grades 3-6	adult volley-ball program.
	1	2	3	4	5

LEWISTON RECREATION COMMISSION

Scale No.	Review Level	Weight	Review Score
1	+ 1	+ 4	+ 4
2	+ 2	+ 2	+ 4
3	0	+ 5	0
4	+ 2	+ 5	+10
5	- 1	+ 4	- 4
			+14

Review Score = 14

G.A.S. = 60.43

V.I. = 0.70

-2	
-1	
0	
+1	X
+2	

Child Maltreatment Project - Direct Service

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *CHILD MALTREATMENT CENTER - NIAGARA FALLS* Date of Mutual Acceptance *10/10/78*

FINAL		Function- *Visiting Friend Program* weight = 4	Function- *Visiting Friend Program* weight = 5	Function- *Visiting Friend Program* weight = 5	Function- *Public Awareness* weight = 4	Function- *Public Awareness* weight = 4
Much less than the expected results	(-2)	7 or less	none	less than 3.5	fewer than 7	less than 12
Moderately less than the expected results	(-1)	7 to 9.9	1	3.5 to 4.49	7 to 11	†12.0 - 22.9
Expected Results	0	the average number of volunteers for the 3 months actively engaged in the program will be between 10 and 12.9	†the majority of volunteers will work with 2	4.5 - 5.49 average # of volunteer hrs. per worker per week given to the program.	12 to 14 public presentations for the 3 months Sept-Oct-Nov.	23.0 - 27.9 the average # of people in attendance per presentation.
Moderately more than the expected results	(1)	13 and 14.9	3	5.5 to 8.49	†15 - 16	28.0 - 34.9
Much more than the expected results	(2)	†15 or more		more than 8.49	more than 16	more than 35
Date(s) of Preview						
Date(s) of Review		11/31/78	11/31/78	11/31/78	11/31/78	11/31/78
Clarification/ Definition		"Actively engaged" includes: training, supervision and phasing out.	Statistics for months of Sept, Oct, and Nov 1978 (¼ year) circular scale (no more than 3 are desireable. point of deminishing return) Majority=51% of actively engaged volunteers.	Includes work with families (supervision) and training.	Months of January thru June are heaviest months. September thru December are more moderate.	
		1	2	3	4	5

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *CHILD MALTREATMENT CENTER – NIAGARA FALLS* Date of Mutual Acceptance *10/10/78*

FINAL	Function- *Public Awareness* weight = 2	Function- *Core Team Meetings* weight = 3	Function- *Core Team Diagnostic Services* weight = 3	Function- weight =	Function- weight =
Much less than the expected results (-2)	less than 8	1 or less	incomplete evaluation and or review		
Moderately less than the expected results (-1)	8-14	2 meetings	1 evaluation		
Expected Results 0	†number of requests for printed material over the 3 months Sept-Oct Nov = 15-18 requests	3 core team meetings per quarter	†at each core meeting there will be completed 1 evaluation and 1 review		
Moderately more than the expected results (1)	19-21	†4-5 meetings per quarter	1 evaluation and 2 reviews or 2 evaluations		
Much more than the expected results (2)	more than 21	6 meetings per quarter			
Date(s) of Preview					
Date(s) of Review	11/30/78	11/30/78	11/30/78		
Clarification/ Definition	6	the max number of core meetings possible per quarter as governed by funds is 6 meetings per quarter 7	Functioning of any meeting of the core team. Note: this does NOT include core team in-service functions 8		

52

-37-

53

CHILD MALTREATMENT CENTER

Scale No.	Review Level	Weight	Review Score
1	+ 2	+ 4	+ 8
2	0	+ 5	0
3	not evaluated		
4	+ 1	+ 4	+ 4
5	- 1	+ 4	- 4
6	0	+ 2	0
7	+ 1	+ 3	+ 3
8	0	+ 3	0
			+11

Review Score = 11

G.A.S. = 56.53

V.I. = 0.52

-2 _____
-1 _____
0 _____
+1 X
+2 _____

Big Brother/Big Sister - Direct Service

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *BIG BROTHERS/BIG SISTERS* Date of Mutual Acceptance *10/23/78*

FINAL	Function- *Recruitment of new volunteers* weight = 5	Function- *Recruitment of minority volunteers* weight = 2	Function- *New Assignments - matching volunteers with children* weight = 2	Function- *Maintenance of present matches; volunteers with children for 1 year* weight = 3	Function- *Service to Little Sisters* weight = 1
Much less than the expected results (-2)	6 or fewer	less than 8%	6 or fewer	24 or fewer	15 or fewer
Moderately less than the expected results (-1)	7 to 9	8 - 10%	7 to 9	25 -49	16 to 17
Expected Results 0	†10 - 15 new volunteers (total) during months Sept, Oct and Nov.	11 to 15% of new volunteers will be minority volunteers over 3 months Sept, Oct, and Nov.	10 - 15 new matches of volunteers with children	50 to 75 maintained matches	18 - 20 Little Sisters serviced by Dec. 1.
Moderately more than the expected results (1)	16 to 18	16 to 20%	16 - 18	76 to 80	†21-22
Much more than the expected results (2)	19 or more	†over 20%	†19 or more	†81 to 85	23 or more
Date(s) of Preview					
Date(s) of Review	Dec. 5, 1978	Dec. 5, 1978	Dec. 5, 1978	Dec. 5, 1978	Dec. 5, 1978
Clarification/ Definition	months Sept, Oct, Nov. Due to change in Executive Director numbers maybe reduced (There maybe 1 less staff member). This is strictly an Identification of volunteers not placement. 1	2	new volunteers actually matched with children, not simply recruited and held in a volunteer "bank" Sept Oct-Nov usually high since prog. begins anew with each fall. 3	numbers of matches held constant over the year. 4	presently servicing 17 - 18 little sisters in Big Sisters Program. 5

40

56

57

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *BIG BROTHERS / BIG SISTERS* Date of Mutual Acceptance *10/23/78*

FINAL	Function- *Rate of recidivism* weight = 5	Function- *Positive change in child's attitude* weight = 4	Function- weight =	Function- weight =	Function- weight =
Much less than the expected results (-2)	26-50% rate of recidivism	under 50%			
Moderately less than the expected results (-1)	21-50% rate of recidivism	50-74%			
Expected Results 0	no more than a 20% rate of recidivism	75-90% of children will exhibit a positive change in attitude.			
Moderately more than the expected results (1)	10-19%	91-95%			
Much more than the expected results (2)	under 10%	96-100%			
Date(s) of Preview					
Date(s) of Review	December 5, 1978	December 5, 1978			
Clarification/ Definition	During the 3 months of Sept, Oct, and Nov, cumulative Recidivism means any further negative behavior resulting in contact with police or other social agency.	Possitive attitude change as indicated by improved behavior will be documented through feedback from referral source (e.g., school social agency, or parent).	Scale 6 continued. Data from two sources: 1. case workers records 2. Police reports (quarterly and difficult to obtain)		

BIG BROTHERS/BIG SISTERS

Scale No.	Review Level	Weight	Review Score
1	0	+ 5	0
2	+ 2	+ 2	+ 4
3	+ 2	+ 2	+ 4
4	+ 2	+ 3	+ 6
5	+ 1	+ 1	+ 1
6	+ 2	+ 5	+10
7	0	+ 4	0
			25

Review Score = 25

G.A.S. = 67.50

V.I. = 1.14

-2 _____
-1 _____
0 _____
+1 ____x____
+2 _____

Project CARE - Direct Service

Administrative

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT — JnD Research

Unit/Committee/Agency: *PROJECT CARE* (direct service function) — Date of Mutual Acceptance: *10/27/78*

FINAL	LOCKPORT Function- *Participating Youth* weight = 4	NIAGARA FALLS Function- *Participating Youth* weight = (4)	LOCKPORT Function- *Committed Youth* weight = 5	NIAGARA FALLS Function- *Committed Youth* weight = (5)	Function- weight =
Much less than the expected results (-2)	less than 45	less than 8	less than 35	0	
Moderately less than the expected results (-1)	45-54	8-11	†35-39	0	
Expected Results 0	active youth †55-60	active youth †12-15	40-45 committed youth	0 committed youth	
Moderately more than the expected results (1)	61-65	16-18	46-50	0	
Much more than the expected results (2)	more than 65	more than 18	more than 50	0	
Date(s) of Preview					
Date(s) of Review	3/30 6/30 9/30 12/30	3/30 6/30 9/30 12/30	12/30	12/30 not included in GAS	
Clarification/ Definition	Active = trained youth presently visiting (includes initial visit) or awaiting a match. Count taken during 3rd week of quarter. 1a	Active = trained youth presently visiting (includes initial visit) or awaiting a match. Count taken during 3rd week of quarter. 1b	Committed = 6 months participation in any match. Count taken during 3rd week of quarter. 2a	Committed = 6 months participation in any match. Count taken during 3rd week of quarter. Note: Service will not have been provided for 2b 6 months by review date	

62

63

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency PROJECT CARE (direct service function) Date of Mutual Acceptance 10/27/78

FINAL

	LOCKPORT Function-*Participating Seniors* weight = 4	NIAGARA FALLS Function-*Participating Seniors* weight = (4)	LOCKPORT Function-*Committed Seniors* weight = 5	NIAGARA FALLS Function-*Committed Seniors* weight = (5)	LOCKPORT & NF Function-*Interaction (number of visits)* weight = 5
Much less than the expected results (-2)	less than 30	less than 3	less than 25	0	under 45% 45% 45% 45%
Moderately less than the expected results (-1)	30-34	3-4	†25-29	0	45-48% 45-48% 45-48% 45-48%
Expected Results 0	active seniors †35-40	active seniors †5-7	30-34 seniors have been visited for at least 6 months	0 seniors have been visited for at least 6 months	49-51% 49-51% 49-51% 49-51% of randomly sampled youth have made or attempted to make at least 3 visits that month.
Moderately more than the expected results (1)	41-45	8-9	35-40	0	52-55% 52-55% 52-55% 52-55%
Much more than the expected results (2)	more than 45	more than 9	more than 40	0	more than 55% 55% 55% †55%
Date(s) of Preview					
Date(s) of Review	3/30 6/30 9/30 12/30	3/30 6/30 9/30 12/30	12/30	12/30 not included in GAS	2/30 5/30 8/30 11/30
Clarification/ Definition	Active = presently being visited (includes initial visit) or awaiting a match.	Active = presently being visited (includes initial visit) or awaiting a match.	Committed = 6 months participation in any match. Count taken during 3rd week of quarter.	Committed = 6 months participation in any match. Count taken during 3rd week of quarter. Note: visitation began in July.	Sample: 25% of youth randomly selected from active list. To be included in sample visitation must be possible. e.g., not possible if person is out of town or unmatched. Attempted visits: decision not to visit made by senior.
	3a	3b	4a	4b	5

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency PROJECT CARE (direct service function) Date of Mutual Acceptance 10/27/78

FINAL		LOCKPORT Function- *Senior Satisfaction Interaction* weight = 4	NIAGARA FALLS Function- *Senior Satisfaction Interaction* weight = (4)	Function- weight =	Function- weight =	Function- weight =
Much less than the expected results	(-2)	less than 65%	less than 65%			
Moderately less than the expected results	(-1)	65-72%	65-72%			
Expected Results	0	73-77% satisfied	73-77% satisfied			
Moderately more than the expected results	(1)	78-89%	78-89%			
Much more than the expected results	(2)	90-100%	90-100%			
Date(s) of Preview						
Date(s) of Review		12/30	12/30			
Clarification/ Definition		Administered to all seniors who have participated for at least 3 months. Critera = % of respondents who score 2.6 or higher on Satisfaction Rating Scale. 6a	Satisfaction Rating Scale: 1. I am enjoying my experience in Project Care. 2. If _____ could no longer come to visit I would like another youth to visit me. 6b	3. I would recommend Project Care to other people. 4. I think that _____ is enjoying his/her experience in Project Care.	Scale: 4 = strongly agree 3 = agree 2 = disagree 1 = strongly disagree	

66

67

PROJECT CARE: DIRECT SERVICE FUNCTION

Scale No.	Review Level	Weight	Review Score
1a	0	+ 4 = 0	0
1b	0	+ 4 = 0 (0/2)	
2a	- 1	+ 5	- 5
2b	not evaluated this year		
3a	0	+ 4 = 0	0
3b	0	+ 4 = 0 (0/2)	
4a	- 1	+ 5	- 5
4b	not evaluated this year		
5	+ 2	+ 5	+10
6a	+ 1	+ 4 = 4	+ 2
6b	0	+ 4 = 0 (4/2)	
			+ 2

Review Score = 2

G.A.S. = 51.15

V.I. = 0.07

-2 _____
-1 _____
0 ____x____
+1 _____
+2 _____

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency PROJECT CARE (administrative function) Date of Mutual Acceptance 10/27/78

FINAL		LOCKPORT & NF	LOCKPORT	NIAGARA FALLS	LOCKPORT	NIAGARA FALLS
		Function- *Publicity* weight = 3	Function- *Youth Recruitment* weight = 4	Function- *Youth Recruitment* weight = (4)	Function- *Follow-up visits to seniors* weight = 4	Function- *Follow-up visits to seniors* weight = (4)
Much less than the expected results	(-2)	less than 41 / 31	less than 180	less than 115	less than 75% 75% 75% 75%	less than 75% 75% 75% 75%
Moderately less than the expected results	(-1)	41-50 / 31-40	180 - 199	115 - 129	75-84% 75-84% 75-84% 75-84%	75-84% 75-84% 75-84% 75-84%
Expected Results	0	51-60 exposures / 41-50	200 - 240 contacts	130 - 150 contacts	85-90% 85-90% 85-90% 85-90% visited at least once per quarter by project coordinator	85-90% 85-90% 85-90% 85-90% visited at least once per quarter by project coordinator
Moderately more than the expected results	(1)	61-70 / 51-60	241 - 260	†151 - 165	91-95% 91-95% 91-95% †91-95%	91-95% 91-95% 91-95% 91-95%
Much more than the expected results	(2)	†more than 70 / †60	†more than 260	more than 165	more than 95% 95% 95% 95%	more than 95% 95% 95% †95%
Date(s) of Preview			1/1	1/1		
Date(s) of Review		3rd and 4th quarters 9/30 / 12/30	12/30	12/30	3/30 6/30 9/30 12/30	3/30 6/30 9/30 12/30
Clarification/ Definition		Exposure includes: # of sites brochures are distributed # of media spots (radio or T.V.) # of articles published # of speaking engagements. (includes presentations to senior citizens)	Number includes initial contact through lectures referrals or walk-ins.	Number includes initial contact through lectures referrals or walk-ins.	Seniors visited more than once in any given quarter only get counted once. For 1978 last quarter will be evaluated.	Seniors visited more than once in any given quarter only get counted once. For 1978 last quarter will be evaluated.
		1	2a	2b	3a	3b

69

70

PROJECT CARE: ADMINISTRATIVE FUNCTION

Scale No.	Review Level	Weight	Review Score
1	+ 2	+ 3 = 6	+ 6
	+ 2	+ 3 = 6 (12/2)	
2a	+ 2	+ 4 = 8	+ 6
2b	+ 1	+ 4 = 4 (12/2)	
3a	+ 1	+ 4 = 4	+ 6
3b	+ 2	+ 4 = 8 (12/2)	
			+18

Review Score = 18

G.A.S. = 72.33

V.I. = 1.64

-2 _____
-1 _____
0 _____
+1 _____
+2 x

North Tonawanda Youth Board - Administrative

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NORTH TONAWANDA YOUTH BOARD* *(administrative)*

Date of Mutual Acceptance *9/18/78*

FINAL

	Function- *Bylaws Implementation* weight = 4	Function- *Program Committee* Recommendation re: initial funding weight = 5	Function- *Program Committee* Recommendation re: continued funding weight = 3	Function- *Budget Committee* Monitoring: monthly review of bureau funded budget line items. weight = 4	Function- weight =
Much less than the expected results (-2)	less than 5	5 out of 7	less than 35%	less than 8	
Moderately less than the expected results (-1)	5	6 out of 7	35-45%	8	
Expected Results 0	†6 tasks have been implemented or acted upon	†7 out of 7 checklist tasks completed.	46-55% of programs visited at least once during the year:	9-10 monthly budget reviews conducted.	
Moderately more than the expected results (1)	7		56-70%	†11-12	
Much more than the expected results (2)			more than 70%		
Date(s) of Preview		1/1			
Date(s) of Review	12/78	12/78		12/78	
Clarification/ Definition	7 tasks identified from BYLAWS 1. of meetings 2. order of business 3. election of officers 4. submission of names 5. presiding officer 6. standing committees 7. Bylaw review (manditory for credit-without it -2 is assumed) 1	checklist 1. notify public 2. review all requests 3. conduct interviews. 4. recommend acceptances. 5. provide feedback 6. notify all refusals 7. reconsider rejected programs. 2	visitation is for evaluation and does not include initial contact for funding. 3	monthly review checklist 1. line by line analysis 2. look for discrepancies. 3. acceptance of recommendation for alleviating discrepancies. 4. recommendation for transfer in line items if necessary. 4	

-51-

73

74

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency: *NORTH TONAWANDA YOUTH BOARD* — Date of Mutual Acceptance: _____

(administrative)

draft

		Function- *Publicity Committee* Meeting notification weight =	Function- *Publicity Committee* Press releases weight =	Function- *Publicity Committee* List of names weight =	Function- weight =	Function- weight =
Much less than the expected results	(-2)	less than 90%	___number	___number		
Moderately less than the expected results	(-1)	90-99%	___number	___number		
Expected Results	0	100% prior notification in Tonawanda News of regular Youth Board meetings	___number of press releases	board member names published in Tonawanda News ___number of times per year.		
Moderately more than the expected results	(1)		___number	___number		
Much more than the expected results	(2)		___number			
Date(s) of Preview						
Date(s) of Review						
Clarification/ Definition		6	6 number to be determined	7 open for discussion number to be determined		

75

76

NORTH TONAWANDA YOUTH BOARD

TASKS FROM THE BYLAWS

1. To have a minimum of 8 meetings with quorum.
2. All quorumed meetings will follow the prescribed order of business (unless voted against by a majority at any particular meeting.)
3. Two officers will be elected in October.
4. Elected officer's names will be submitted to the Mayor.
5. Meetings will be conducted by the appropriate officers.
6. Membership for six standing committees will be filled.
7. The Bylaws will be reviewed in Octobe

PROGRAM COMMITTEE CHECKLIST

1. Notify public of available funding (RFP)
2. Review all incoming requests.
3. Conduct interviews with all requestors.
4. Recommend acceptances.
5. Provide feedback to all refusals.
6. Notify all refusals of appeal of decision right.
7. Reconsider rejected programs if funding becomes available.

BUDGET COMMITTEE CHECKLIST

1. Line by line analysis.
2. Look for descrepancies.
3. Acceptance of recommendation for alleviating discrepancies.
4. Recommendation for transfer in line items if necessary.

Prepared by

JnD Research
9/18/78

NORTH TONAWANDA YOUTH BOARD

Scale No.	Review Level	Weight	Review Score
1	0	+ 4	0
2	0	+ 5	0
3	not evaluated this year		
4	+ 1	+ 4	+ 4
5	not finalized this year		
6	not finalized this year		
7	not finalized this year		____
			+ 4

Review Score = 4

G.A.S. = 54.20

V.I. = 0.31

-2 _____
-1 _____
0 _____
+1 X
+2 _____

Niagara County Youth Bureau - Administrative

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NIAGARA COUNTY YOUTH BUREAU* *(administrative function)*

Date of Mutual Acceptance *9/7/78*

FINAL	Function- *Planning Evaluation* Needs analysis/Geographic Dropouts weight = 5	Function- *Planning Evaluation* Needs analysis/Geographic Youth crime weight = 5	Function- *Planning Evaluation* Needs analysis/ Sources Teen age pregnancy weight = 5	Function- *Planning Evaluation* Needs analysis/Sources Youth Unemployment weight = 3	Function- *Planning Evaluation* Needs analysis/Sources Child abuse weight = 3
Much less than the expected results (-2)	*less than 9	*less than 9	*0	*0	*0
Moderately less than the expected results (-1)	9-14	9-14	1-2	1	1-2
Expected Results 0	Complete data for 15-17 municipalities	Complete data for 15-17 municipalities	data from 3 sources summed for county	data from 2 sources in the county	data from 3 sources in the county
Moderately more than the expected results (1)	18-19	18-19	1-2 (of above 3) with breakdown remainder summed	3-4	4-5
Much more than the expected results (2)	†20	†20	3 or more sources with breakdown	more than 4	more than 5
Date(s) of Preview	1/78	1/78	1/78	1/78	1/78
Date(s) of Review	12/78	12/78	12/78	12/78	12/78
Clarification/ Definition	20 total municipalities 1-2 towns 4 villages 3 cities 1 reservation Data received from school districts,(11 maximum) Nov 1,76 thru Oct 30,77 data used in planning June 79	1977 data used for planning June 1979	Potential number of sources undetermined at this time. Data from Nov.Dec.77 and the first 10 months of 78-hopefully.	Potential number of sources undetermined at this time. Data from Nov.Dec.77 and the first 10 months of 78- hopefully.	Potential number of sources undetermined at this time. Data from Nov.Dec.77 and the first 10 months of 78- hopefully.
	1	2	3	4	5

80

81

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency— *NIAGARA COUNTY YOUTH BUREAU* *(administrative function)*

Date of Mutual Acceptance *9/7/78*

FINAL	Function- *Planning Programming* Availability of Programs Cultural weight = 2	Function- *Planning Programming* Availability of Programs Recreational weight = 2	Function- *Planning Programming* Availability of Programs Educational weight = 4	Function- *Planning Programming* Availability of Programs Youth Advocacy weight = 5	Function- *Planning Programming* Availability of Programs Counseling weight = 4
Much less than the expected results (-2)	*0 0	*0 0	*0 0	*0 0	*0 0
Moderately less than the expected results (-1)	1 †1	1 1	1 1	1 1	1 1
Expected Results 0	2 zones served * 2	2 zones served 2	2 zones served 2	2 zones served 2	2 zones served 2
Moderately more than the expected results (1)	3 3	3 3	3 3	3 3	3 3
Much more than the expected results (2)	4 4	4 †4	4 †4	4 †4	4 †4
Date(s) of Preview	5/31/78	5/31/78	5/31/78	5/31/78	5/31/78
Date(s) of Review	11/31/78	11/31/78	11/31/78	11/31/78	11/31/78
Clarification/ Definition	For Scales 6-11				
	*Country-wide program services at least 2 zones one of which has to be rural	5 total zones Purpose: to map programs before and after funding.	Procedure: Preview-survey # of existing programs. Review-survey # of funded programs and add to # of existing programs.	Note: there are 2 scales in each area- one for preview and one for review. This	is redundant since preview and review are usually done on the same scale.
	6	7	8	9	10

82

83

JnD Research

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NIAGARA COUNTY YOUTH BUREAU* Date of Mutual Acceptance *9/7/78*

(administrative function)

FINAL	Function- *Planning Programming* Availability of Programs Crisis Prevention weight = 5	Function- *Training* Agencies re monthly expense reports weight = 5	Function- *Training* Agencies re proposal applications weight = 5	Function- weight =	Function- weight =
Much less than the expected results (-2)	*0 0	7 7 7	more than 40		
Moderately less than the expected results (-1)	1 1	7-9 7-9 7-9	33-40		
Expected Results 0	2 zones served 2	10 10 10 correctly completed reports	28-32 follow-up contacts		
Moderately more than the expected results (1)	3 3	11-12 11-12 11-12	†22-27		
Much more than the expected results (2)	4 †4	13 13 13	less than 22		
Date(s) of Preview	5/31/78	none	none		
Date(s) of Review	11/31/78	9/30 10/31 11/30	August 1, 1978		
Clarification/ Definition	see previous scales 6-10	monthly review criteria-correct information in the right places. maximum=13 reports			
	11	12	13		

-58-

84

95

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency NIAGARA COUNTY YOUTH BUREAU *(administrative function)*

Date of Mutual Acceptance 9/7/78

FINAL	Function- *Publicity* Articles published externally weight = 4	Function- *Publicity* Participation by outside sources weight =	Function- *Publicity* Participation by outside sources (con't) weight = 5	Function- *Publicity* Formal staff presentations weight =	Function- *Publicity* Formal staff presentations (con't) weight = 3
Much less than the expected results (-2)	*0 <2 <4 <7	*<15 <15 <15 <15	<60	*1 1 - 0	less than 3
Moderately less than the expected results (-1)	1 2-4 4-6 7-10	15-26 15-26 15-26 15-26	†60-104	2-3 2-3 0 1	3-7
Expected Results 0	2-4 5-7 8-10 11-13 articles published	27-33 27-33 27-33 27-33 outside sources	105-132 outside sources	4-5 4-5 1 2-3 presentations	8-14 presentations
Moderately more than the expected results (1)	5-6 8-10 11-13 14-16	34-45 34-45 34-45 34-45	133-180	6-7 6-7 2 4-5	15-21
Much more than the expected results (2)	>6 >10 †>13 †>16	>45 >45 >45 >45	> 180	>7 >7 >2 >5	†>21
Date(s) of Preview	1/1	1/1		1/1	
Date(s) of Review	3/78 6/78 9/78 12/78	3/78 6/78 9/78 12/78	12/78	3/31 6/30 9/30 12/31	12/31/78
Clarification/ Definition	articles published externally but originated by or written with staff.	quarterly review, outside sources having articles printed in the NEWSLETTER "Horizons"	year end summary	quarterly review prearranged public presentations relative to general bureau functions (not training or counseling)	year end summary
	14		15		16

86

87

NIAGARA COUNTY YOUTH BUREAU

Scale No.	Preview Level	Preview Score	Review Level	Weight	Review Score
1	- 2-	- 10	+ 2	+ 5	+10
2	- 2	- 10	+ 2	+ 5	+10
3	- 2	- 10	- 1	+ 5	- 10
4	- 2	- 6	- 1	+ 3	- 3
5	- 2	- 6	- 1	+ 3	- 3
6	- 2	- 4	- 1	+ 2	- 2
7	- 2	- 4	+ 2	+ 2	+ 4
8	- 2	- 8	+ 2	+ 4	+ 8
9	- 2	- 10	+ 2	+ 5	+10
10	- 2	- 8	+ 2	+ 4	+ 8
11	- 2	- 10	+ 2	+ 5	+10
12	not evaluated				
13	none		+ 1	+ 5	+ 5
14	- 2	- 8	+ 2	+ 4	+ 8
15	- 2	- 10	- 1	+ 5	- 5
16	- 2	- 6	+ 2	+ 3	+ 6
		-110			+54

Change score - -110 to + 49 (no. 13 eliminated from calculation)
= change of 159 points.

Review Score = 54

G.A.S. = 65.20

V.I. = 0.90

-2 _____
-1 _____
0 _____
+1 ___x___
+2 _____

Evaluation Committee - Administrative

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency— *EVALUATION COMMITTEE* *(administrative function)*

Date of Mutual Acceptance *AUGUST 24, 1978*

FINAL	Function- *Monitoring* Site Visits weight = 3	Function- *Monitoring* Report Review weight = 2	Function- *Monitoring* Report Review Checklist weight = 4	Function- *Design* Reporting Procedures/ Forms Development weight = 5	Function- weight =
Much less than the expected results (-2)	*less than 2	*less than 6	*less than 2	*less than 10%	
Moderately less than the expected results (-1)	2-3	6-12	2-3	10-19%	
Expected Results 0	†4 site visits	13-15 reports reviewed	4 items developed	15-20% of procedures and forms developed	
Moderately more than the expected results (1)	5-7	†16-20	5-7	21-35%	
Much more than the expected results (2)	more than 7	more than 20	†more than 7	†more than 36%	
Date(s) of Review	December 1, 1978	December 1, 1978	December 1, 1978	December 1, 1978	
Clarification/ Definition	40 possible direct service programs. Site visits by 2 member teams (not including funder) 1	56 reports possible. Reports are those monthly or interim reports presently being submitted. 2	To establish consistency amoung submitted reports. Checklist items will emerge from reviewing process (see scale 2) 3	1st meeting determines # of forms and procedures needed. # provides standard for %. 4	

EVALUATION COMMITTEE

Scale No.	Review Level	Weight	Review Score
1	0	+ 3	0
2	+ 1	+ 2	+ 2
3	+ 2	+ 4	+ 8
4	+ 2	+ 5	+10
			+20

Review Score = 20

G.A.S. = 70.35

V.I. = 1.43

-2 _____
-1 _____
0 _____
+1 _____
+2 x

Program Committee - Administrative

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency *NIAGARA COUNTY YOUTH BOARD PROGRAM COMMITTEE* *(administrative function)*

Date of Mutual Acceptance *11/13/78*

FINAL	Function- *Meetings* *Attendance* weight = 4	Function- *Proposal Screening* *Interviewing* weight = 4	Function- *Proposal Screening* *Site Visits* weight = 2	Function- *Recommend-ations re: funding* *Task Completion* weight = 5	Function- *Communica-tion* weight = 1
Much less than the expected results (-2)	less than 4	less than 75%	less than 15%	less than 5	less than 95%
Moderately less than the expected results (-1)	†4 - 6	75 - 84%	15 - 24%		95 - 99%
Expected Results 0	7 - 8 meetings with at least 3 people in attendance.	†85 - 95% of applicants interviewed	25 - 35% of feasible applicants visited	5 tasks completed	†communication drafted for 100% of applicants re: funding decisions
Moderately more than the expected results (1)	9	96 - 100%	36 - 50%	†6 - 7	
Much more than the expected results (2)	greater than 9		†greater than 50%		
Date(s) of Preview					
Date(s) of Review	11/13/78	11/13/78	11/13/78	11/13/78	11/13/78
Clarification/ Definition	Minimum = 10 meetings	Proposals pre screened by Bureau for technical accuracy and adherence to guidelines.	Feasibility pre screened by Bureau has site/facility existing program	Task checklist - 7 tasks 1. review proposals 2. conduct interviews 3. make allocations / area 4. select proposals to be recommended for funding 5. recommend selected proposals to Youth Board 6. rank rejected proposals for possible future funding 7. recommend ranking to Youth Board for consideration by Rollover committee.	The Bureau to forward communication to applicants
	1	2	3	4	5

-95-

NIAGARA COUNTY YOUTH BOARD PROGRAM COMMITTEE

Scale No.	Review Level	Weight	Review Score
1	- 1	+ 4	- 4
2	0	+ 4	0
3	+ 2	+ 2	+ 4
4	+ 1	+ 5	+ 5
5	0	+ 1	0
			+ 5

Review Score = 5

G.A.S. = 54.56

V.I. = 0.48

-2 _____
-1 _____
0 _____
+1 x
+2 _____

Part II. Evaluation Assessment (Reactions) Results and Conclusions.

Thirty-four participants responded to the evaluation questionnaire "Reactions". Of these 22 had been present at 100% of their meetings (or all 4, 5, or 6 meetings); 8 had missed one meeting (3 out of 4, 4 out of 5, or 5 out of 6); 1 missed two meetings (4 out of 6), and 3 had missed half their meetings (2 out of 4).

The results of the evaluation are presented in Figure 4, (pages 68 & 69) and are formated as follows. For each question, frequency and percentage of total response are presented for each response choice.

Examination of Figure 4 indicates that the response to the evaluation was overwhelmingly positive. Thirty-three or 97% thought their participation in the process was useful. Of those, 15 or 44% thought it was extremely useful and 18 or 53% thought it was of some use. Only 1 person (3%) found it of little use. Interestingly, all 34 respondents (including the one negative respondent above) felt the goal attainment scaling method was helpful. Most found it to be nonthreatening (91%), beneficial(91%), and facilitated communication and cooperation within their staff (76%). The majority indicated that use of the method helped clarify thinking about planning (79%), individual staff responsibilities (79%), identifying purpose or function (82%), and determining effectiveness (91%). Therefore, it is clear that the process aided the participants not only in assessing programs, projects, and functions but also in various phases of management.

Participants response to the evaluation staff was also very positive. This would seem to indicate that JnD Research did its job well. Results for the two items related to planning for next year's evaluation indicate that a majority of this year's participants would like to or feel the need to work with the evaluation team again next year. Varying degrees of involvement were specified. In general, approximately half would like the same amount of assistance or more; half less than this year. In addition, 19 people (56%) indicated that they would like help applying the goal attainment scaling concept to new and different situations.

The comments elicited from the evaluation are presented in Appendix E. The 34 responses from Item 1 and Additional Comments have been summarized together and entitled General Comments. The vast majority of these remarks (24) are positive and are presented first, followed by the seven neutral and three negative remarks.

Comments from Item 4 are presented separately. This section includes a list of the ways participants have used or expanded the goal attainment scale concept.

Perusal of the total comment section indicates again that this year's development/pilot phase of the Niagara County Comprehensive Planning Evaluation Project was extremely well received.

JnD RESEARCH

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

REACTIONS

N = 34

1. In general, participation in the evaluation project was

f/%	
15/44	extremely useful
18/53	somewhat useful
1/3	of little use
-0-	not useful

Comments *16/47% commented*
18/53% did not comment

2. Please indicate your perception of the Goal Attainment Scaling Method by rating each word or phrase below:

(a) Use of the Goal Attainment Scaling Method	strongly agree f/%	agree f/%	disagree f/%	strongly disagree f/%	no response f/%
was helpful	11/32	23/68	-0-	-0-	-0-
was non threatening	11/32	20/59	3/9	-0-	-0-
was beneficial for our staff	11/32	20/59	1/3	-0-	2/6
facilitated staff communication and cooperation	12/35	15/44	4/12	-0-	3/9

(b) Use of the Goal Attainment Scaling Method helped to clarify my thinking about					
planning	12/35	15/44	5/15	1/3	1/3
individual staff responsibilities	9/26	18/53	4/12	1/3	2/6
identifying committee or agency purpose/function	9/26	19/56	5/15	1/3	-0-
determining committee or agency effectiveness	10/29	21/62	3/9	-0-	-0-

3. In order to construct scales to evaluate next year's program, we will need the following amount of assistance from the Evaluation Team:

f/%	
2/6	more than this year
14/41	the same amount as this year
12/35	somewhat less than this year
5/15	considerably less than this year
1/3	*no response*

4. I have utilized/expanded the Goal Attainment Scale concept in the following ways:
23/68% responded to this
11/32% did not respond

Figure 4. Reactions Results

5. I would like help in applying the Goal Attainment Scaling concept to new and different situations.

f/%	
19/56	Yes
13/38	No
2/6	*no response*

6. Please indicate your perception of the JnD project staff by rating each word below:

The project staff was:	*strongly agree* f/%	*agree* f/%	*disagree* f/%	*strongly disagree* f/%
helpful	19/56	15/44	-0-	-0-
competent	23/68	11/32	-0-	-0-
accommodating	20/59	13/38	1/3	-0-
facilitative	21/62	11/32	2/6	-0-

ADDITIONAL COMMENTS 19/56% commented
15/44% did not comment

Agency _____

Name (optional) _____

Figure 4 continued.

REFERENCES

Davis, H.R. "Four Ways to Goal Attainment". *Evaluation,* 1973, 1 (2).

Garwich, G. "An Introduction to a Tailor-Made Measurement Tool: Goal Attainment Scaling". Videotape Transcript, Minneapolis, Minnesota: Technical Assistance for Program Evaluation, 1978

Garwich, G. "Five Years of Studying Goal Attainment Scaling: Implementing the Methodology". *P.E.R.C. Newsletter,* Minneapolis, Minnesota: Program Evaluation Resource Center, 1975, March/April.

Kiresuk, T.J., & Sherman, R. "Goal Attainment Scaling: A General Method for Evaluating Comprehensive Community Mental Health Programs", *Community Mental Health Journal,* 1968, 4 (6), 443-453.

Sylves, D and Wolf J.G. "Design and Implementation of an Evaluation for the Southern Tier Educational and Training Network (STETNET) of the State University of New York and the Appalachian Regional Commission ". Unpublished report, Research and Development Complex, SUCB, 1974.

Appendix A: Evaluation Planning Guide.

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

Unit/Committee/Agency _____ Date of Mutual Acceptance _____

	Function- weight =	Function- weight =	Function- weight =	Function- weight =	Function- weight =
Much less than the expected results (-2)					
Moderately less than the expected results (-1)					
Expected Results 0					
Moderately more than the expected results (1)					
Much more than the expected results (2)					
Date(s) of Preview / Date(s) of Review					
Clarification/ Definition					

A-1

Appendix B: Handout Distributed at Initial Agency Presentation.

JnD RESEARCH

Educational Research · Designs · Evaluation · Statistical Analysis

162 Red Oak Drive
Williamsville, N.Y. 14221
(716) 688-7396

JUDITH WOLF, Ph.D.
DAVID SYLVES, Ed.D.

WHO:

Dr. Judith Wolf
Dr. David Sylves
Dr. Gordon Bianchi
Dr. Warren Gleckel

WHAT:

To facilitate the pilot implementation of an evaluation process and design as part of the Niagara County Youth Bureau's comprehensive youth services planning commitments to the New York Division For Youth

WHEN:

Now to December 31, 1978

HOW:

On the job training of selected personnel for the design of individualized instruments for self evaluation of funded programs.

WHY:

To assist in planning, proposal writing, program monitoring, and program evaluation.

ADMINISTRATIVE/PROGRAMS

North Tonawanda Youth Board
Niagara County Youth Board
Niagara County Youth Bureau
Niagara County Youth Bureau Rural Committee
Niagara County Youth Bureau Evaluation Committee
Niagara County Youth Bureau Program Committee

DIRECT SERVICES/AGENCIES

North Tonawanda Youth Bureau
North Tonawanda Alternative Learning Center
Project CARE
Keenan Center
Center for Young Parents
Lewiston Recreation Commission
Mid City Coordination Commission
Child Maltreatment Project
Green Circle
Big Brother/Big Sister

WHAT:

1. Design individualized pilot instrument
2. Self evaluate pre/post

WHEN:

3 - 4 meetings with evaluation consultants
1 - 3 meetings prior to September 31 ?
Last meeting at the end of November

HOW:

Utilization of Goal Attainment Scaling

- construct appropriate individual objectives
- select relevant measures
- determine importance rankings
- pre/post
- feedback

ORGANIZATION NAME _____

ADDRESS _____

PHONE NUMBER _____

CONTACT PERSON _____

POSSIBLE DATES FOR TRAINING _____

_____

_____

Appendix C: Session Forms

COMPREHENSIVE PLANNING EVALUATION

JnD Research

SESSION/MEETING SUMMARY

Area/Agency _____ Location _____

Date _____ Meeting Number 1 2 3 4 __

Time _____ to _____ Leader _____

Personnel in attendance:

BECAUSE THE NAMES OF INDIVIDUALS WERE INCLUDED ON THE COMPLETED SESSION FORMS, THESE FORMS HAVE BEEN OMITTED AND A BLANK COPY SUBSTITUTED.

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

_____ _____

Purpose:

Accomplishments:

Comments:

Appendix D: "Reactions"

JnD RESEARCH

NIAGARA COUNTY COMPREHENSIVE PLANNING EVALUATION PROJECT

REACTIONS

1. In general, participation in the evaluation project was

   ____ extremely useful
   ____ somewhat useful
   ____ of little use
   ____ not useful

   Comments _____
   _____

2. Please indicate your perception of the Goal Attainment Scaling Method by rating each word or phrase below:

(a) Use of the Goal Attainment Scaling Method	strongly agree	agree	disagree	strongly disagree
was helpful	____	____	____	____
was non threatening	____	____	____	____
was beneficial for our staff	____	____	____	____
facilitated staff communication and cooperation	____	____	____	____

(b) Use of the Goal Attainment Scaling Method helped to clarify my thinking about				
planning	____	____	____	____
individual staff responsibilities	____	____	____	____
identifying committee or agency purpose/function	____	____	____	____
determining committee or agency effectiveness	____	____	____	____

3. In order to construct scales to evaluate next year's program, we will need the following amount of assistance from the Evaluation Team:

   ____ more than this year
   ____ the same amount as this year
   ____ somewhat less than this year
   ____ considerably less than this year

4. I have utilized/expanded the Goal Attainment Scale concept in the following ways:
   _____
   _____
   _____

OVER

5. I would like help in applying the Goal Attainment Scaling concept to new and different situations.

____ Yes
____ No

6. Please indicate your perception of the JnD project staff by rating each word below:

The project staff was:	strongly agree	agree	disagree	strongly disagree
helpful	____	____	____	____
competent	____	____	____	____
accommodating	____	____	____	____
facilitative	____	____	____	____

ADDITIONAL COMMENTS _____

Agency _____

Name (optional) _____

Appendix E: Comments

1. General Comments
2. Item 4.
   A. Comments regarding utilization of the goal attainment scale concept.
   B. Comments regarding expansion of the goal attainment scale concept.

GENERAL COMMENTS

(Item 1; Additional Comments)

Positive Comments

I found the process to be an excellent means of not only evaluation but of setting standards and procedures for a more comprehensive program.

Gave me as director valuable information for staff evaluation and proposal writing.

Extremely helpful. Needed at this time in outreach counseling.

The need was there and clearly seen, but I don't think much would have happened if JnD hadn't been on board.

The evaluation was useful to me in that it gave me an idea as to what some of the strong and weak points were in the program.

I am sure this will be helpful in our own office program planning.

I enjoyed working with Gordon Bianchi, and found the whole evaluation process interesting and beneficial.

This was difficult but also timely and also productive to our agency.

Gave us a format for organization of our program, clarified areas of importance.

I have made what I feel is good use of their concept - it fits very nicely in MBO and compliments other management techniques.

Since results were in our instance, surprising, my initial skepticism of counting heads was overcome.

My reluctancy toward any evaluation and then my own subjective judgement were put to rest.

Another program is being developed to complement CARE - (YES Youth Engaged in Services). Goal Attainment Scaling would be very effective in evaluating this project.

There is a degree to which I feel that the techniques of Goal Attainment Scaling could be learned by the Youth Board and accomplished by them. Your service would be helpful in this sort of training. The level at which we worked with this scale this year seems adequate for our needs.

The Youth Board needs another year of working with JnD in order to fully understand Goal Attainment Scaling and make certain that it becomes a part of the Bureaus normal operation.

The first step was a learning experience, next attempt will be more beneficial.

Still much potential yet to be realized.

Training for the entire Board would be beneficial next year.

As we discussed - I feel it would be more beneficial for the entire board to participate in.

It stimulated discussion around worker rules and tasks.

Clarifying process for staff - should be done at each person's rate.

Being there to explain the program I believe brought a better understanding.

It is our job to provide leadership in youth programs. This connot be judged through scales. However the scales facilitate compliance with administrative functions.

I am sure they will be extremely useful as we get to use them in the future.

Neutral Comments

I feel that it will be more useful next year when we have the full year for planning. This year the short time period for evaluation made it difficult to evaluate any but the last quarter.

I believe we're almost ready to work alone, but probably still need guidance and direction.

In the begining I was thouroughly confused but now I feel that I have a better understanding.

I was not assigned scales to complete but still have to develop scales for my project in 1979.

Although the goal attainment method is a valid indicator, our procedure next year will not change significantly.

I see this program as a monitoring system to insure we accomplish required tasks. I believe the same results could have been accomplished by some checklist which could have been prepared by the board with some work. No scales can possibly evaluate our effectiveness beyond our adherence to certain tasks and deadlines.

There is a possibility of it making us do the work to fit the evaluation instead of the evaluation the work.

Negative Comments

Ideas discussed were already generally under consideration. Our major problems are people problems in the community. They aren't very measurable by scales. Scales are impersonal and used on community would only turn off those youth we need to reach.

Some things were useful, but I felt in general we wasted time that could have been used for more important items within our board.

Various Youth Board functions were not scaled and no meaningful comprehensive planning or evaluation methods were developed. Areas developed were sketchey and incomplete for various reasons.

ITEM 4

Utilization of the Goal Attainment Scale concept.

To evaluate last years program; and to plan ahead giving more consideration to those areas we determined were important.

Evaluation of role and realistic planning for job duties of workers.

Preliminary analysis of committee effectiveness and board responsibilities.

Use of concept in staff evaluations.

By re-evaluating how statistics are kep in relation to this project.

For use in 1979 program evaluation.

Use for contract agencies in future.

Opened my thinking to more objective ways to evaluate successes and short comings.

I have utilized the scales concept in my program.

A refresher in required activities - a checklist.

For use in program planning for 1979.

Planning for development of my own project scales.

I shall continue to monitor new attendees and try to see if they return.

Expansion of the Goal Attainment Scale concept.

Planning and follow-up were expanded due to use of scales.

Expanded to individual programs (i.e., youth employment).

Development of scales for each direct service component. Incorporating into total plan for FY1979.

Begining to expand into other factors of my work.

Planning own work load in others areas. (excluding youth board activities).

Put all our funded agencies on scales.

Development of a monthly scale for reporting purposes.

Set up new reporting forms due to evaluation project.

Planning to use Goal Attainment Scaling in all programs.